

**BOARD OF GOVERNORS**

MINUTES OF A MEETING OF THE BOARD OF ACTIVATE LEARNING  
HELD AT THE CITY OF OXFORD CAMPUS ON 18 JUNE 2018

PRESENT:	Chris Jones Tracey James Sally Dicketts Maire Brankin Evelyn James Dermot Mathias Nigel Rayner Nina Robinson Malcolm Wicks Ben Sims	Chair of the Corporation Vice Chair Chief Executive Officer  (NRa) (NRo)  Staff Governor
IN ATTENDANCE:	Steve Ball Lee Nicholls Emma Faulder	Chief Finance Officer Deputy Chief Executive Officer Group Director of Digital Education and IT Services <i>(as indicated in the minutes)</i>
CLERK:	Jamie Wade	

**PART I**

<u>MINUTE NO.</u>	<b>PART I</b>	<u>ACTION</u>
	<b>The meeting started at 16:40</b>	
1.	<u>Apologies for Absence</u> The Board received apologies from James Dipple, Pauline Odulinski, Julia Von Klonowski and Anja Owona Okoa.	
2.	<u>Declarations of Interest, Gifts and Hospitality</u> No members declared any conflict of interest, gift or hospitality.	
3.	<u>Minutes of the Meeting of 18 April 2018</u> The minutes of the meeting on 18 April 2018, having previously been circulated to the Board, were approved as an accurate record of the meeting. <b>All members were agreed.</b>	
4.	<u>Matters Arising from the Meeting of 18 April 2018</u> The Clerk reported that all matters were complete or closed, except for two which were ongoing and would result in reports to the Corporation later in the year.	
5.	<u>Deep Dive – Digital Education</u> <i>EF joined the meeting at 16:45.</i>  The Board received the Digital Education Services Review, which was taken as read. The Group Director of Digital Education and IT Services presented an overview of progress so far and direction of travel for Digital Education at Activate Learning. The Board noted the thought that had gone into the paper and thanked the Group Director of Digital Education and IT Services for her presentation. The	

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NO.**

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Board considered the target to have 100% of courses online by 2021, including how this would impact upon 'contact time', the experience of the learner and the role of the learning professional. It was noted that the aim would be to allow more time for practice and 'soft skill' development, rather than reducing contact time. The Board considered whether the target was appropriate in light of the cost to the business; it was noted that learners expect a high quality online experience and within the market and financial context it may be necessary to provide some learning online.

The Board considered how impact could be measured, so as to validate the direction of travel moving forward; it was noted that feedback was positive, but there was not currently a robust mechanism for assessing impact. The Board noted the need to ensure that disadvantaged learners were provided for, and were advised that lending and long-term payment plans for devices were in development. The Board thanked the Group Director of Digital Education and IT Services for her time.

*EF left the meeting at 17:36.*

The Board discussed the need to understand progress relative to competitors and to be clear on the strategic rationale for developing Digital Education, so that the appropriate rate and scale of change and investment could be ascertained. It was agreed that the Executive should establish a clear strategy for Digital Education and make a funding recommendation on this basis.

**Action:** Develop the Digital Education strategy to inform whether further investment is required, and provide a recommendation to the Board within the budget, with a clear rationale for the recommendation

**CEO/CFO**

6. Finance and Performance

a) *Management Accounts and Year End Forecast*

The Board received the Management Accounts, May 2018, which was taken as read, and the CFO provided a brief presentation outlining the key points. The Board noted that Activate Learning's 'good' financial rating was expected to be strengthened by achieving the mid-year forecast. The Board considered the potential income from the Saudi Partnership and the assurance level around the apprenticeship budget.

b) *2018/19 Budget Targets*

The Board receive the Budget Targets 2018/19 report, which was taken as read, and the CFO provided a brief presentation outlining the key points. The Board considered the level of confidence in the Activate Enterprise Ltd budget and noted that achievement of the £1million target would eliminate the need for an overdraft. The Board considered whether it was realistic to achieve the £1million target considering past performance, and noted the need to maintain credibility in light of the upcoming applications to the Transaction Unit.

7. CEO Report

The Board received the CEO Report, which was taken as read, and congratulated the DCEO and his team on the positive outcomes of two recent Ofsted inspections of ALET schools. The DCEO advised the Board of 18/19 recruitment trends (which were ahead of demographic trends but remained challenging around Banbury, Adults and HE) and end of year academic performance trends and particular challenges around timely success rates in Apprenticeships, which were forecast behind target and last year, and were the focus of targeted improvement work.

**MINUTE  
NO.**

**ACTION**

8. Minutes of Committees
- a) *Search and Governance*  
The Board received the minutes of the Audit & Risk Committee meeting on 14 May 2018, which were taken as read.
- b) *Ends and Means Working Group*  
The Board received the minutes of the Search and Governance Committee meeting on 16 April 2018 and approved the recommendation to renew the terms of office of Pauline Odulinski and James Dipple for a further 4 years. **All members were agreed.**
9. Policies  
The Board received and approved the Data Protection Policy and the Fees Policy. **All members were agreed.**
10. Use of Corporation Seal  
The Board noted that there were no uses of the Corporation Seal to approve.
11. Away Day  
The Board received the Summary of Away Day Resolutions, which were taken as read and noted the priorities to: merge well, improve governance, develop the leadership bench-strength and maintain focus on the core business of teaching, learning and assessment.
12. Evaluation  
The Board completed an evaluation of the meeting.
13. 2018/19 Calendar  
The Board received the Corporation Calendar 2018/19.
14. Health and Safety Update  
The Board received the Group Health and Safety Update May 2018.
15. Any Other Business  
No other business was raised.
16. Dates of Upcoming Meetings  
The Board noted the dates of the upcoming meetings, and agreed that the meeting on 09 July 2018 would be extended to allow for full coverage of the 2018/19 Budget, the 2018/19 Improvement Plan and the Guildford Merger Due Diligence.

**The meeting closed at 18:35**

Chair .....

Date .....

**Summary of Actions**

<b>Action</b>	<b>Responsible</b>
Develop the Digital Education strategy to inform whether further investment is required, and provide a recommendation to the Board within the budget, with a clear rationale for the recommendation.	CEO / CFO

